

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Status Report on DA Goals for 1988

FROM:

EXA/DDA

7D24 Hqs

EXTENSION

NO.

DDA 88-1864

DATE

2 September 1988

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. EXO/OC

2.

3. EXO/OF

616 Key

4.

5. EXO/OTT

6.

7. EXO/OL

8.

9. EXO/OMS

1D4061 Hqs

10.

11. EXO/OP

12.

13. EXO/OTE

936 CofC

14.

15. EXO/OS

As we approach the end of 1988, we need to assess the progress that we have made toward accomplishing the goals that we established for ourselves early in the year. The DDA has requested that each office provide a status report on the goals (relevant to your office) outlined in the 6 January 1987 memorandum for the DCI (attached). Each office should respond to goals "b", "e", and "f". Goal "i" refers to "The DA - An Action Agenda" dated 27 June 1986; please address goals from this document which you are still pursuing. I would appreciate having your status report by OOB 23 September 1988.

Attachments:

6 Jan 1987 memo

27 June 1986 memo

Changed to
9/19.

S E C R E T

DDA 88-0066
6 January 1987

MEMORANDUM FOR: Director of Central Intelligence

FROM: William F. Donnelly
Deputy Director for Administration

SUBJECT: The Directorate of Administration - Goals for 1988

1. The Directorate of Administration (DA) is involved in activities which impact on the Agency as a whole as well as activities which are internal to the Directorate and to its offices. Thus, its goals for 1988 may be Agency-wide in nature or focused on the DA or one or more DA office. The last-mentioned goals--or objectives--which in some cases are quite detailed, are presented as attachments to this memorandum, one for each DA office.

2. In no particular priority order, Directorate-wide goals for 1988 are presented below:

a. We will strive to improve customer relations, service standards and responsiveness. ✓

b. We will continue efforts to increase the numbers of minorities in the Directorate and encourage their advancement. ✓

c. We will fit up and begin the move into the New Headquarters Building while continuing daily support to the Agency with a minimum of down time and inconvenience to those being supported and those being moved. ✓

d. We will further define the standards for "corporate data base" and continue the process of having the offices within the DA jointly move toward meeting that standard for automated data processing. ✓

e. We will expand career development efforts, increase management training and establish a DA Executive Development Program. ✓

f. We will strive to improve managerial accountability, discipline and follow-up. ✓

g. We will, in collaboration with other concerned elements of the Agency, take steps to improve the counterintelligence posture of the organization.

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h. We will make a special effort to create and implement a medical insurance strategy to provide for our employees through the Association Benefit Plan.

i. We will complete or continue to follow up on items, as appropriate, set out in "The DA - An Action Agenda," dated 27 June 1986, copy enclosed.

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William F. Donnelly

Attachments

- A. DA individual office objectives
- B "The DA - An Action Agenda"

cc: DDCI

ORIG:DDA:WFDonnelly:bs

Distribution:

Original - Addressee

- 1 - DDCI
- 1 - ExReg
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- 1 - Each office
director
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- 1 - DDA Chrono
- 1 - WFD Chrono

S E C R E T



DDA 86-1166
27 June 1986

MEMORANDUM FOR: Director of Central Intelligence
Deputy Director of Central Intelligence

FROM: William F. Donnelly
Deputy Director for Administration

SUBJECT: The DA - An Action Agenda

REFERENCE: Memo for DDA fm DCI, dtd 10 June 1986,
Same Subject

1. This paper deals with ten topics. They are interrelated. However, each in its way stands alone and requires specific direction, planning and follow through. Several require changes in culture, attitudes and perhaps organizational structure. Three (h, i, and j below) are the continuation of what is underway. All demand a clear focus on our evolving intelligence mission, and, in that light, require us to make choices between what we do which is merely useful and that which is essential.

2. In no particular priority, stated simply, I think the following should be done by or within the Directorate of Administration:

a. In the interest of the whole Agency, the activities of the Offices of Personnel, Security, Training and Education, Medical Services and the compensation functions of Finance must be brought closer together and be better coordinated.

b. A processing center for new Agency employees should be established and the recruitment process overhauled.

c. The background investigation and polygraph process should be reexamined and adjusted both at the initial and at the reinvestigation stages.

d. A compassionate but firmly managed structure needs to be put in place to handle Agency employees living on the "margin".

e. The compensation and reward systems of the Agency must be converted to a modern, flexible system which directly contributes to bringing out the best in all Agency employees.

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All Portions SECRET

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f. An aggressive education/reeducation program should be established for selected Agency employees and blended with a meaningful executive development program.

g. For fiscal, security, and efficiency reasons, the number of overt compounds (buildings) occupied by the Agency in the Washington area should be reduced [redacted]

h. In the interest of the whole Agency, we should continue steps to better coordinate the activities of the Offices of Communications, Information Technology, Information Services, and the publication and printing functions of Logistics.

i. The upgrade and recapitalization of our ADP and communications facilities and capabilities, which serve the whole Agency, should continue unabated.

j. The surge of additional resources into the technical security arena should be maintained.

3. In a few words I will expand on each action item listed above. The paragraphs below deal with the topics in the same sequence as presented in paragraph 2.

a. The Offices of Personnel, Security, Training and Education, Medical Services and the compensation functions of Finance are particularly involved in people-related activities. A workload increase in one office usually plays out through the others. The record shows, for example, that OS should have expanded sooner to meet the recruitment upswing in OP in the past few years. It didn't. There are other examples of uncoordinated, uneven response to change from office to office. This group of offices--along with line managers--are responsible for the well being of our people from the employee services viewpoint but equally important they should be concerned with assessment, signals of vulnerability, and all the other small indicators which reveal morale slippage and individual human problems which may lead to suitability problems. Each of these offices probably has a separate record--paper or computerized--about each of us. This is duplicative. These offices have traditionally operated more or less independently of each other. I intend to move to correct this situation by (a) making the ADDA responsible for ensuring that these offices carry out their activities in a closely coordinated program in the interest of the Agency as a whole, and (b) by instituting a standard corporate computerized data base with appropriate compartmentation.

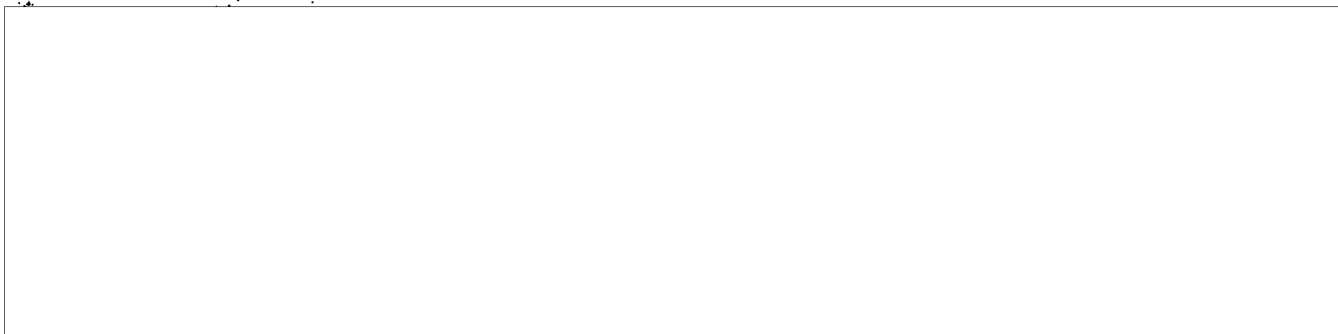
b. The recruiting process has been the topic of much debate. There is general agreement, however, that for security and efficiency reasons it would be wise to have a processing center for new employees located away from the buildings where the bulk of us work. I intend to move toward the establishment of such a center [redacted]

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4. This action agenda is ambitious but if accepted and accomplished, it should improve and strengthen the Agency for several years to come.

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William F. Donnelly

ORIG:DDA:WFDonnelly:be:27Jun86

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